

FIG. 1

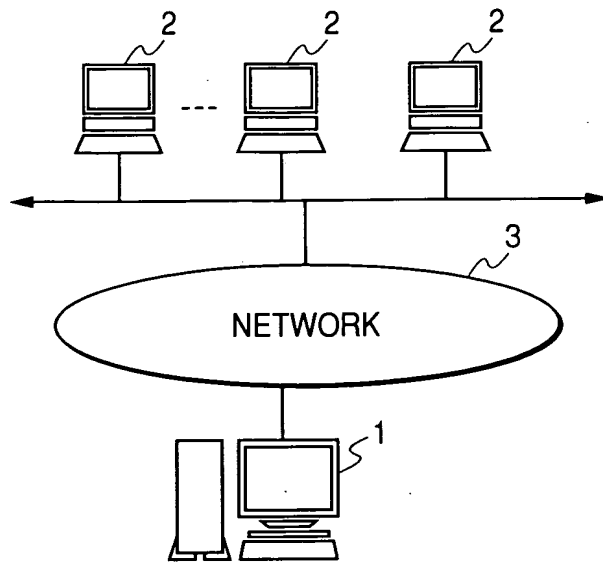


FIG. 2

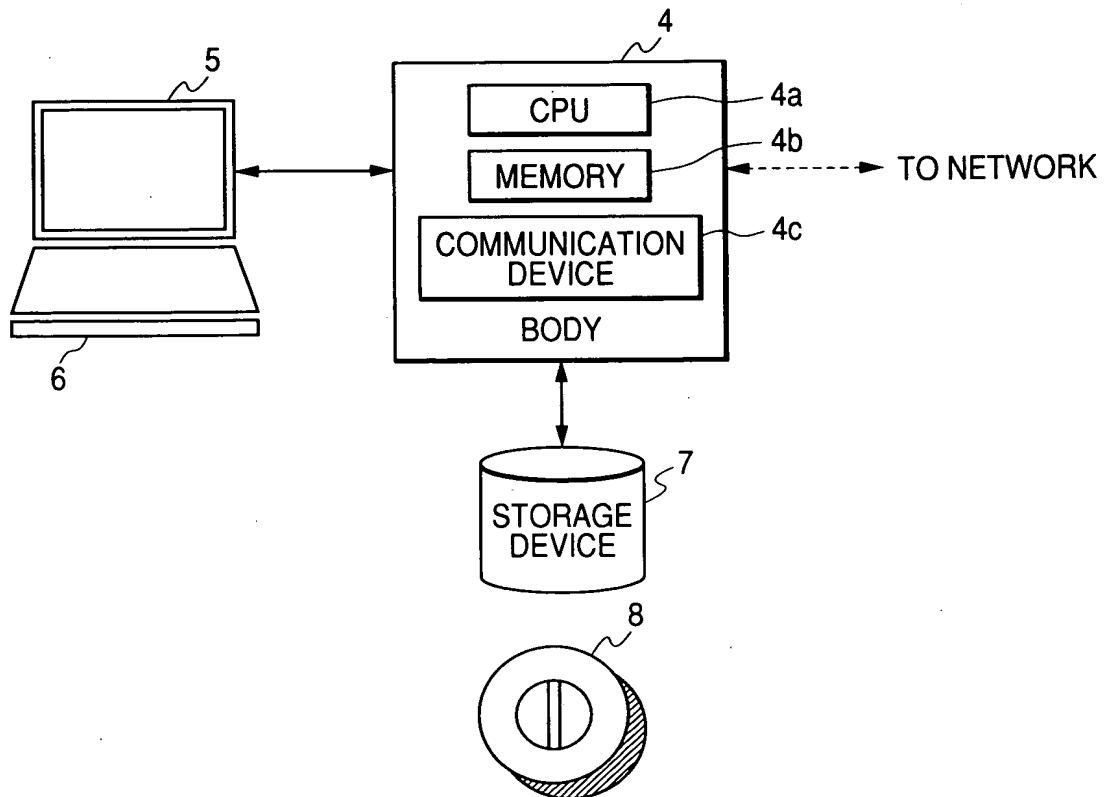


FIG. 3

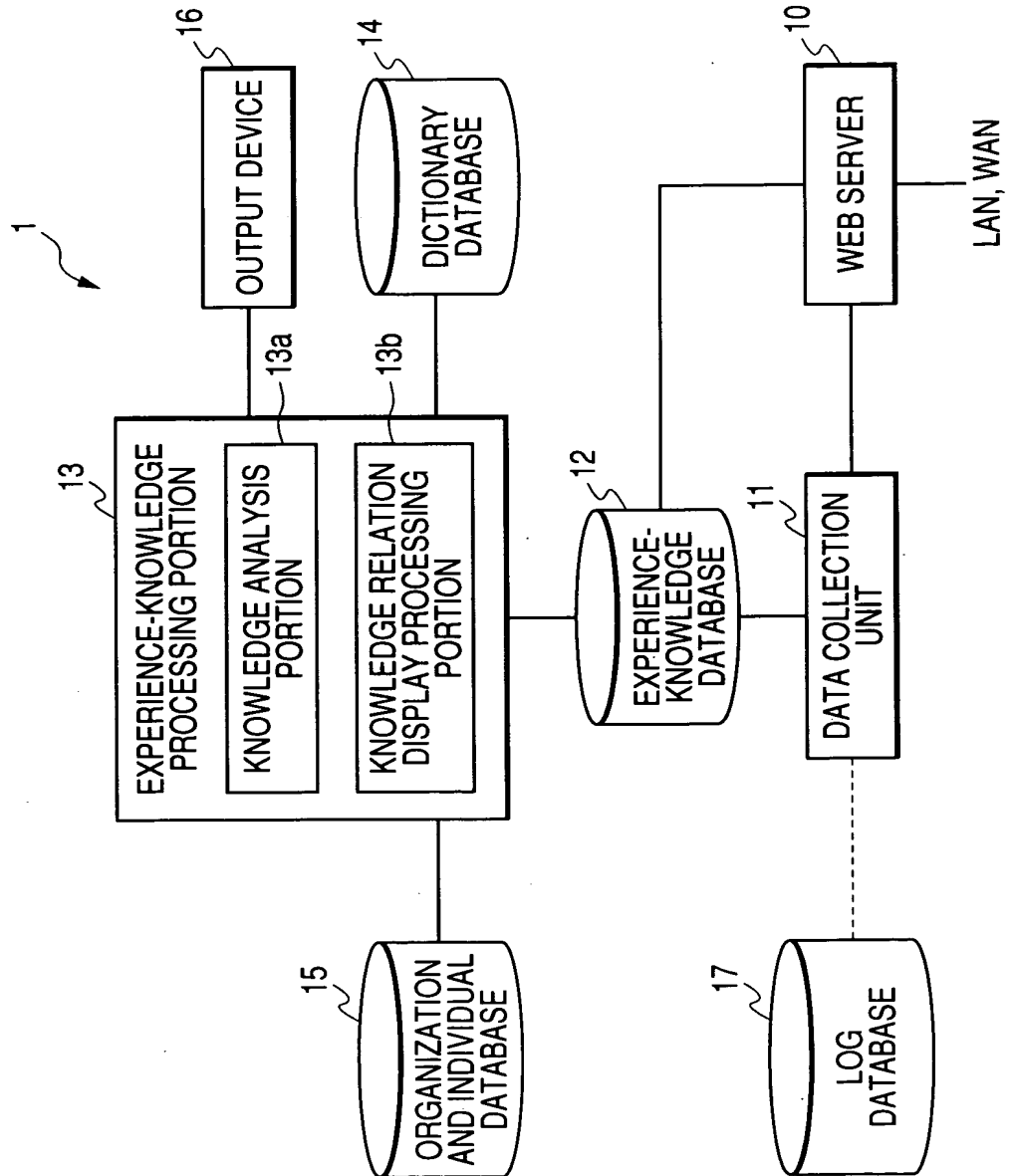


FIG. 4

ORGANIZATION INFORMATION

ORGANIZATION ID	ORGANIZATION NAME	ORGANIZATION TYPE	PERIOD	HOST ORGANIZATION
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FIG. 5

INDIVIDUAL INFORMATION

PERSONAL ID	PERSONAL NAME	ORGANIZATION ID	PERIOD
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FIG. 6

[illegible]

FIG. 7

EXPERIENCE-KNOWLEDGE EXTRACTION RESULT

	EXPERIENCE-KNOWLEDGE NAME	RESPONSE ID	KNOWLEDGE CREATION PROCESS	BUSINESS EXPERIENCE	SUCCESS/ FAILURE FLAG	BUSINESS APPLICATION	APPLICATION TARGET
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KNOWLEDGE
ID

FIG. 8

A PLEASE TELL US ABOUT YOUR PAST BUSINESS EXPERIENCE WHICH IS USEFUL IN YOUR CURRENT BUSINESS PERFORMANCE.

EXAMPLE: SINCE I DID NOT KNOW NEEDS OF CUSTOMERS, SALES FIGURES COULD NOT INCREASE. MY SUPERIOR SENIOR SHOWED ME A SAMPLE AND WENT THROUGH OUT ONCE. AS A RESULT, I COULD LEARN THE SKILL TO CATCH PATRONS AND MY SALES PERFORMANCE WAS IMPROVED.

SINCE I DID NOT KNOW NEEDS OF CUSTOMERS, SALES FIGURES COULD NOT INCREASE. MY SUPERIOR SENIOR SHOWED ME A SAMPLE AND WENT THROUGH OUT ONCE. AS A RESULT, I COULD LEARN THE SKILL TO CATCH PATRONS AND MY SALES PERFORMANCE WAS IMPROVED.

A-1 PLEASE TELL US YOUR JOB AND DEPARTMENT YOU BELONGED TO AT THAT TIME.

- ☒ SALES ☐ SE ☐ SERVICE ☐ SALES MANAGEMENT AND CONTRACT
☐ R&D ☐ TECHNOLOGY ☐ MANUFACTURING ☐ STAFF, ETC.

A-1-2 PLEASE SELECT ONE CLOSEST TO THE DEPARTMENT YOU BELONGED TO AT THAT TIME.

(DEPARTMENT A, DEPARTMENT B, DEPARTMENT X, CENTER D)

A-1-3 PLEASE WRITE THE PERIOD OF EXPERIENCE.

A-2 PLEASE TELL US WHAT YOU LEARNED FROM THE EXPERIENCE.

EXAMPLE: FOR A PERSON WHO DOES NOT KNOW NEEDS OF PATRONS WELL, IT WILL BE BETTER TO HAVE ACTIVITY TOGETHER WITH A SUPERIOR PERSON SO AS TO GAIN HIS/HER KNOW-HOW FOR SALES.

FOR A PERSON WHO DOES NOT KNOW NEEDS OF PATRONS WELL, IT WILL BE BETTER TO HAVE ACTIVITY TOGETHER WITH A SUPERIOR PERSON SO AS TO GAIN HIS/HER KNOW-HOW FOR SALES.

A-3 PLEASE GIVE US DETAILS ABOUT HOW YOU ARE MAKING USE OF THE EXPERIENCE IN YOUR CURRENT BUSINESS.

EXAMPLE: WHEN A SALESMAN WORKING UNDER ME LOOKS INCAPABLE OF APPROACHING KEY CUSTOMERS, I ORDER THE SALESMAN TO GO ALONG WITH THE SALESMAN WHO IS THE BEST IN MY SECTION.

WHEN A SALESMAN WORKING UNDER ME LOOKS INCAPABLE OF APPROACHING KEY CUSTOMERS, I ORDER THE SALESMAN TO GO ALONG WITH THE SALESMAN WHO IS THE BEST IN MY SECTION.

A-4 PLEASE TELL US WHY THE EXPERIENCE IS USEFUL IN YOUR CURRENT BUSINESS.

EXAMPLE: MY STAFFS ARE IMPROVED IN SKILL OF SALES SO THAT THEY CAN ACT WITH ASSURANCE, WITH THE RESULT THAT THE SALES PERFORMANCE IN MY SECTION AS A WHOLE CAN BE IMPROVED.

MY STAFFS ARE IMPROVED IN SKILL OF SALES SO THAT THEY CAN ACT WITH ASSURANCE, WITH THE RESULT THAT THE SALES PERFORMANCE IN MY SECTION AS A WHOLE CAN BE IMPROVED.

FIG. 9

ACTIVITY DICTIONARY CONFIGURATION

BUSINESS ACTIVITY ID	ACTIVITY NAME	ACTIVITY DEFINITION WORD SET	UPPER ACTIVITY ID
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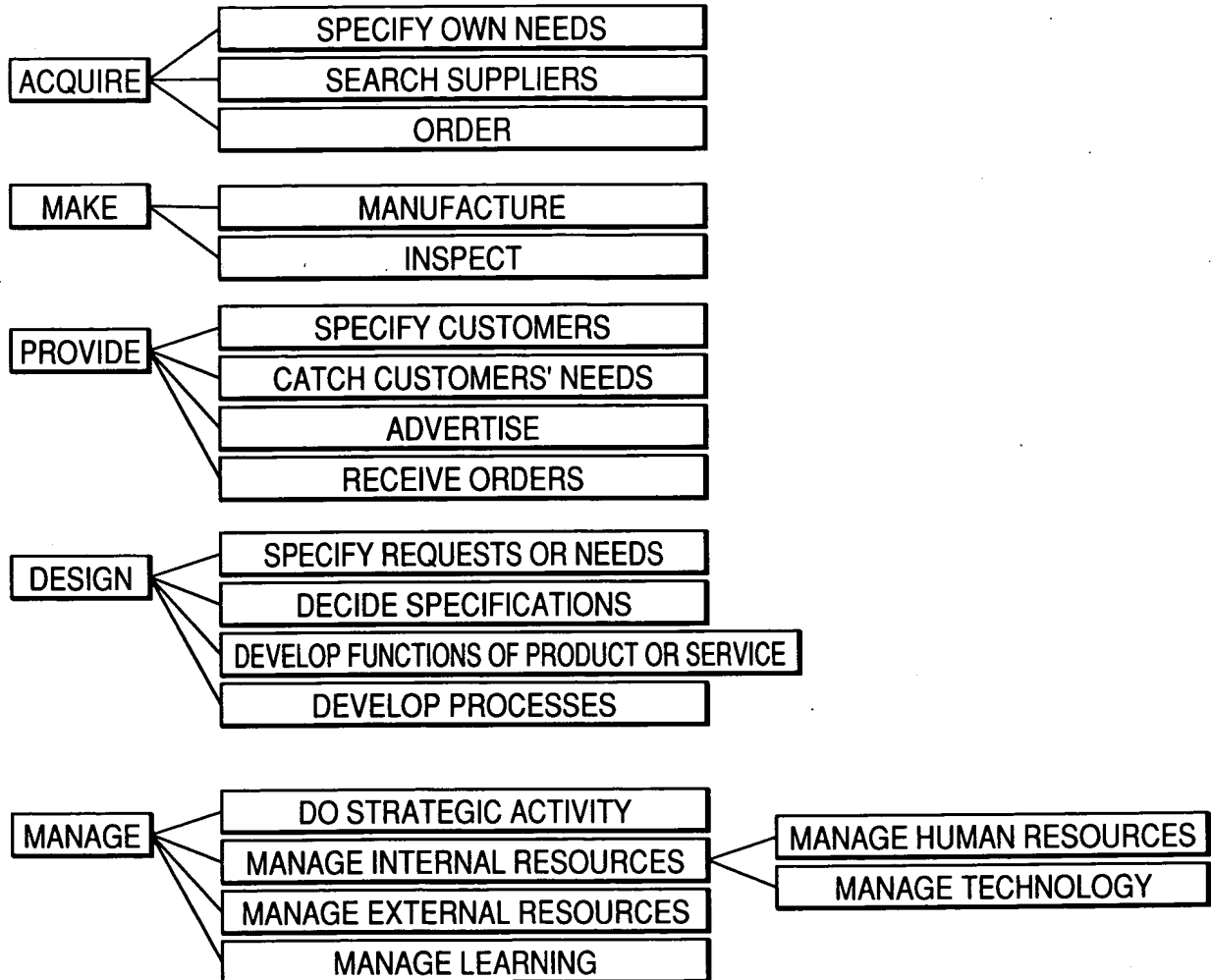
FIG. 10

ACTIVITY DEFINITION WORD SET CONFIGURATION

PREDICATE VERB	PREDICATE MODIFIER	OBJECTIVE NOUN	OBJECTIVE NOUN MODIFIER	SUBJECTIVE NOUN	SUBJECTIVE NOUN MODIFIER
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FIG. 11

UPPER AND LOWER RELATIONS BETWEEN ACTIVITIES

**FIG. 12**

ACTIVITY DICTIONARY CONFIGURATION

KNOWLEDGE PROCESS ID	KNOWLEDGE PROCESS DEFINITION WORD SET	CATEGORY
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FIG. 13

KNOWLEDGE PROCESS DEFINITION WORD SET CONFIGURATION

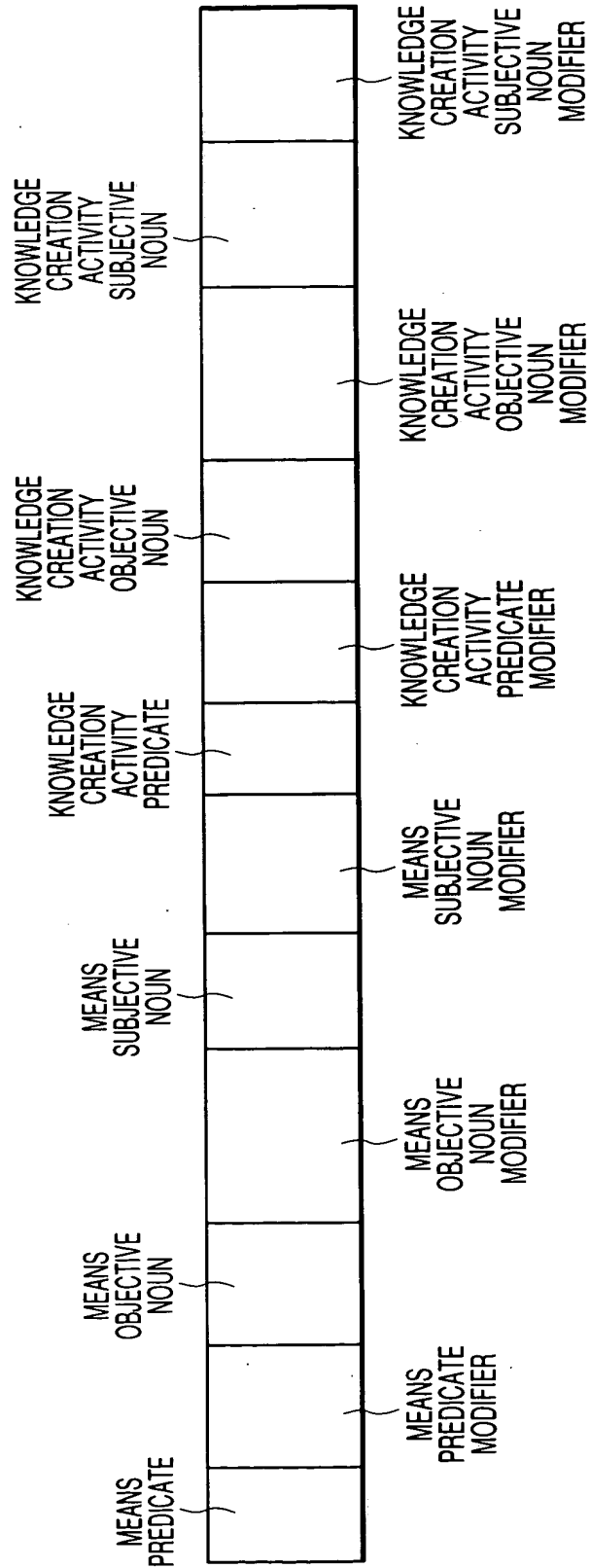


FIG. 14

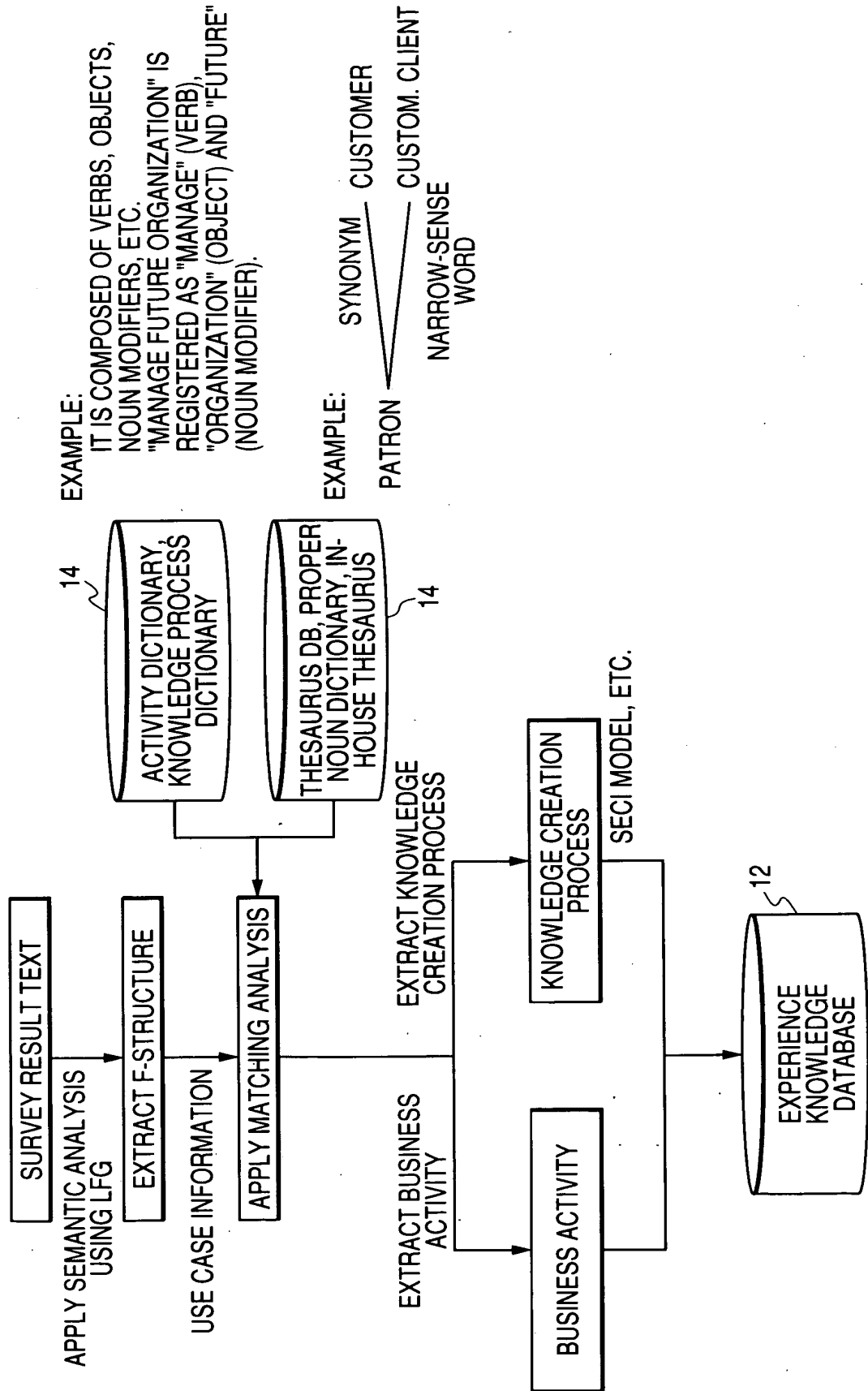


FIG. 15

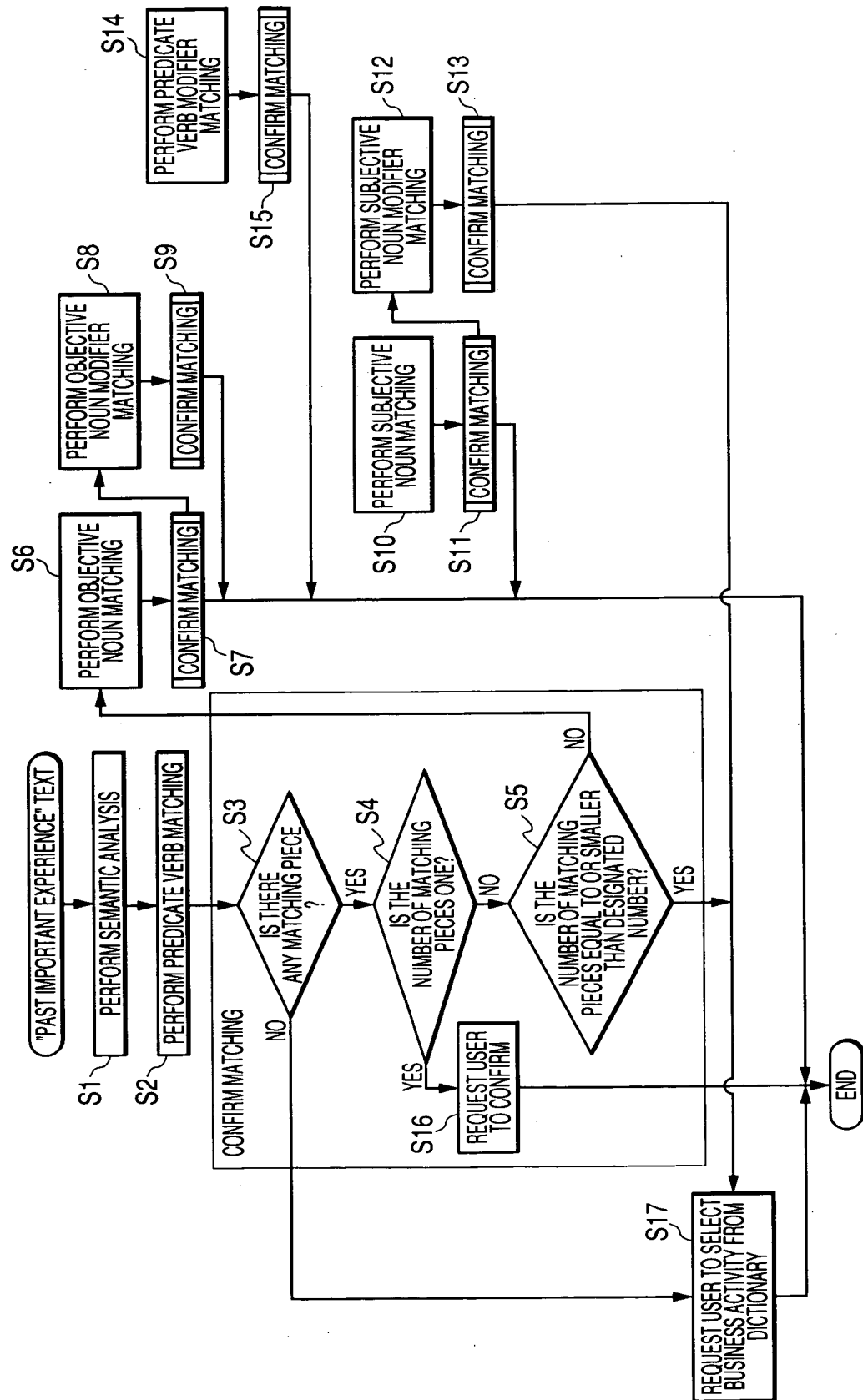


FIG. 16

ACTIVITY DEFINITION WORD SET

BUSINESS ACTIVITY ID	ACTIVITY NAME	PREDICATE VERB	PREDICATE MODIFIER	OBJECTIVE NOUN	OBJECTIVE NOUN MODIFIER	SUBJECTIVE NOUN	SUBJECTIVE NOUN MODIFIER	UPPER ACTIVITY ID
1	ACQUIRE	ACQUIRE						
2	MAKE	MAKE						
3	PROVIDE	PROVIDE						
4	DESIGN	DESIGN						
5	MANAGE	MANAGE						
6	SPECIFY OWN NEEDS	SPECIFY		NEEDS	OWN			1
7	CATCH CUSTOMER'S NEEDS	CATCH		NEEDS	CUSTOMER			3
8	SPECIFY NEEDS FOR PRODUCT OR SERVICE	SPECIFY		NEEDS	(PRODUCT OR SERVICE)			4

FIG. 17

ANSWER: SINCE I DID NOT KNOW NEEDS OF PATRONS, SALES FIGURES COULD NOT INCREASE. I ASKED MY SUPERIOR SENIOR TO SHOW A SAMPLE.

SINCE I DID NOT KNOW NEEDS OF PATRONS, SALES FIGURES COULD NOT INCREASE. I SHOWED A SAMPLE TO MY SUPERIOR SENIOR.

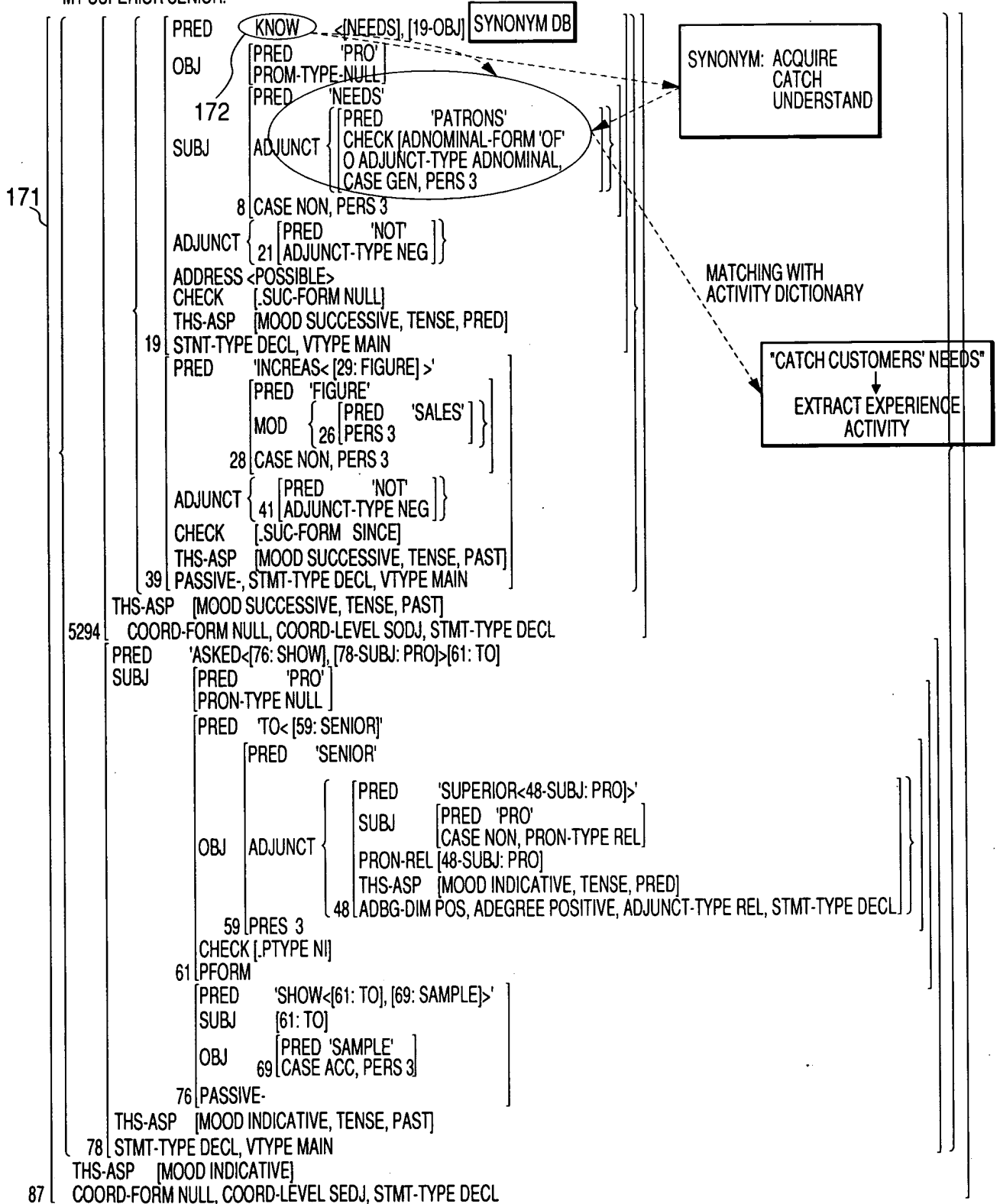
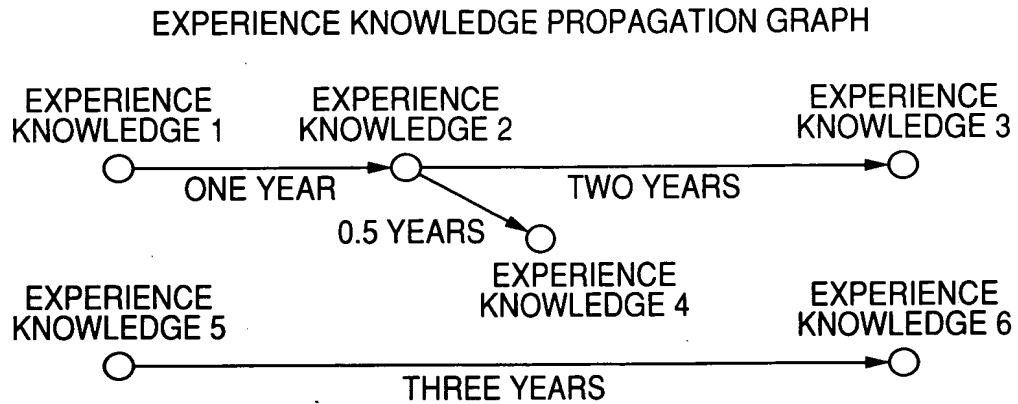


FIG. 18

EXPERIENCE-KNOWLEDGE		PAST USEFUL EXPERIENCE	
TITLE: WORK WITH CAPABLE PERSON AND STEAL SKILLS FROM THE CAPABLE PERSON		USEFUL EXPERIENCE: I HAD BUSINESS ACTIVITIES WITH MY SENIOR MR. A. AND LEARNED SKILLS TO CATCH CUSTOMERS' NEEDS, SO THAT I COULD INTRODUCE A PRODUCT TO COMPANY X OUR COMPANY HAD NEVER MADE A DELIVERY TO.	
EXPERIENCE: A SAMPLE SHOWN TO A SUPERIOR SALESMAN MAKES KNOW-HOW OR SKILLS EASY TO GRASP		USEFUL BUSINESS ACTIVITY: CATCH CUSTOMERS' NEEDS	
PROBLEM: SALES PERFORMANCE DOES NOT INCREASE	GROUND: IMPROVED SKILL IN SALES ENABLE ACTIVITY WITH CONFIDENCE	JOB CATEGORY AT THE TIME OF EXPERIENCE: SALES	
STATE: INCAPABLE OF APPROACHING KEY CUSTOMERS	RESULT: CAPABLE OF ACHIEVING QUOTA CONSTANTLY	EXPERIENCE PERIOD: 1995	
RECYCLE CASE OR MEANS: WHEN A SALESMAN WORKING UNDER YOU LOOKS INCAPABLE OF APPROACHING KEY CUSTOMERS, ORDER THE SALESMAN TO GO ALONG WITH THE SALESMAN WHO IS THE BEST IN YOUR SECTION			
RELEVANT BUSINESS ACTIVITY: CATCH PATRON'S NEEDS		RESPONDENT	
RELEVANT KNOWLEDGE CREATION SECT: SOCIALIZATION		RESPONDENT: GORO AKASAKA	
PROCESS: SALES		RESPONSE DATE: MARCH 3, 2001	
EXPERIENCE KNOWLEDGE USE PERIOD: 1998			

FIG. 19**FIG. 20**

EXPERIENCE KNOWLEDGE PROPAGATION VELOCITY COMPARISON TABLE

COMPANY NAME	ORGANIZATION NAME	EXPERIENCE KNOWLEDGE PROPAGATION VELOCITY
COMPANY X	DEPARTMENT A	0.3
	DEPARTMENT B	0.789756
	DEPARTMENT C	1.3456
	DEPARTMENT D	0.976
	AVERAGE	0.852839
COMPANY Y	SECTION 2	1.1
	SECTION 3	0.25
	SECTION 4	1.2
	AVERAGE	0.85

FIG. 21

FIG. 21A

FIG. 21B

FIG. 21A

EXPERIENCE-KNOWLEDGE RECYCLE MAP WITH BUSINESS ACTIVITIES AND
KNOWLEDGE CREATION PROCESSES (SECI MODEL)

BUSINESS ACTIVITY		KNOWLEDGE CREATION PROCESS	SECI				TOTAL
			S ¹⁾	E ²⁾	C ³⁾	I ⁴⁾	
PRACTICE	GET	SPECIFY OWN NEEDS					1/0
		SEARCH SUPPLIERS					0/0
		SELECT SUPPLIERS					0/0
		ORDER					0/0
		ACCEPT					0/0
		PAY					0/0
		MANAGE SUPPLIERS					0/0
		TOTAL	0/0	1/0	0/0	0/0	1/0
	MAKE	MANUFACTURE		0/4	3/1		3/5
		MANUFACTURE BY TRIAL					0/0
		TOTAL	0/0	0/4	3/1	0/0	3/5
	PROVIDE	SPECIFY CUSTOMERS		1/0			1/0
		CATCH CUSTOMERS' NEEDS 211	2/1		1/2	2/1	5/4
		ADVERTISE TO CUSTOMERS					0/0
		ACCEPT ORDERS		212			0/0
		PROVIDE PRODUCTS OR SERVICE		210			0/0
		RECEIVE PAYMENT					0/0
		KEEP GOOD RELATIONSHIP WITH CUSTOMERS			3/4		3/4
		TOTAL	2/1	1/0	4/6	2/1	9/8
	DESIGN	SPECIFY NEEDS OR REQUESTS		1/0			1/0
		SPECIFY FUNCTIONAL SPECIFICATIONS					0/0
		DEVELOP FUNCTIONS OF PRODUCT OR SERVICE	1/2				1/2
		DEVELOP PROCESSES					0/0
		TOTAL	1/2	1/0	0/0	0/0	2/2
	TOTAL OF PIECES OF RECYCLE KNOWLEDGE FOR PRACTICE		3/3	2/4	8/7	2/1	15/15
	STRATEGY	CREATE STRATEGY	1/0				1/0
		EXECUTE STRATEGY		0/2			0/2
		TOTAL	1/0	0/2	0/0	0/0	1/2

TO FIG. 21B

FIG. 21B

FROM FIG. 21A

MANAGE PRACTICE	INTERNAL RESOURCES	MANAGE OVERALL INTERNAL RESOURCES	0/1				0/1
		MANAGE FINANCE					0/0
		MANAGE ARTICLES	1/0				1/0
		MANAGE HUMAN RESOURCES					0/0
		MANAGE INFORMATION		1/0			1/0
		MANAGE TECHNOLOGY				1/2	1/2
		MANAGE ORGANIZATION OR PROJECT	0/1				0/1
		TOTAL	1/2	1/0	0/0	1/2	3/4
	EXTERNAL RESOURCES	OVERALL PERSPECTIVE		1/0	2/0		3/0
		MANAGE STAKEHOLDERS			1/0	1/1	2/1
		MANAGE ENVIRONMENTAL ISSUES					0/0
		MANAGE SOCIAL ISSUES		1/0			1/0
		MANAGE COMPETITION ISSUES			1/2	2/2	3/4
		MANAGE REGULATION ISSUES					0/0
		TOTAL	0/0	2/0	4/2	3/3	9/5
	CHANGE	MANAGE LEARNING AND CHANGE		1/1		0/2	1/3
		TOTAL	0/0	1/1	0/0	0/2	1/3
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE MANAGEMENT		2/2	4/3	4/2	4/7	14/14
	TOTAL OF RECYCLE KNOWLEDGE		5/5	6/7	12/9	6/8	29/29

NOTE: 1) S IS AN ABBREVIATION OF SOCIALIZATION.
 2) E IS AN ABBREVIATION OF EXTERNALIZATION.
 3) C IS AN ABBREVIATION OF COMBINATION.
 4) I IS AN ABBREVIATION OF INTERNALIZATION.

FIG. 22

FIG. 22A

FIG. 22B

FIG. 22A

EXPERIENCE KNOWLEDGE RECYCLE MAP WITH BUSINESS ACTIVITIES AND
KNOWLEDGE CREATION PROCESSES (SECI MODEL)

BUSINESS ACTIVITY			KNOWLEDGE CREATION PROCESS				SECI				TOTAL	
							S ¹⁾	E ²⁾		C ³⁾		
PRACTICE	GET	SPECIFY OWN NEEDS				1		1			1	0
		SEARCH SUPPLIERS									0	0
		SELECT SUPPLIERS									0	0
		ORDER									0	0
		ACCEPT									0	0
		PAY									0	0
		MANAGE SUPPLIERS									0	0
		TOTAL	0	0	0	0	1	0	0	0	1	0
	MAKE	MANUFACTURE			4	3	1				3	5
		MANUFACTURE BY TRIAL									0	0
		TOTAL	0	0	0	4	3	1	0	0	3	5
	PROVIDE	SPECIFY CUSTOMERS			1	0					1	0
		SPECIFY CUSTOMERS' NEEDS	2	1			1	2	2	1	5	4
		ADVERTISE TO CUSTOMERS									0	0
		ACCEPT ORDERS									0	0
		PROVIDE PRODUCTS OR SERVICE									0	0
		RECEIVE PAYMENT									0	0
		KEEP GOOD RELATIONSHIP WITH CUSTOMERS					3	4			3	4
		TOTAL	2	1	1	0	4	6	2	1	9	8
	DESIGN	SPECIFY NEEDS OR REQUESTS			1	0					1	0
		SPECIFY FUNCTIONAL SPECIFICATIONS									0	0
		DEVELOP FUNCTIONS OF PRODUCT OR SERVICE	1	2							1	2
		DEVELOP PROCESSES									0	0
		TOTAL	1	2	1	0	0	0			2	2
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE		3	3	2	4	8	7			15	15
STRATEGY	CREATE STRATEGY	1								0	0	
	EXECUTE STRATEGY			0	2					0	2	
	TOTAL	1	0	0	2	0	0	0	0	1	2	

TO FIG. 22B

FIG. 22B

FROM FIG. 22A

MANAGE PRACTICE	INTERNAL RESOURCES	OVERALL PERSPECTIVE	1						0	1		
		MANAGE FINANCE							0	0		
		MANAGE ARTICLES	1						1	0		
		MANAGE HUMAN RESOURCES							0	0		
		MANAGE INFORMATION		1					1	0		
		MANAGE TECHNOLOGY					1	2	1	2		
		MANAGE ORGANIZATION OR PROJECT	1						0	1		
		TOTAL	1	2	1	0	0	0	1	2	3	4
	EXTERNAL RESOURCES	OVERALL PERSPECTIVE			1		2			3	0	
		MANAGE STAKEHOLDERS					1		1	1	2	1
		MANAGE ENVIRONMENTAL ISSUES									0	0
		MANAGE SOCIAL ISSUES			1						1	0
		MANAGE COMPETITION ISSUES					1	2	2	2	3	4
		MANAGE REGULATION ISSUES									0	0
		TOTAL	0	0	2	0	4	2	3	3	9	5
	CHANGE	MANAGE LEARNING AND CHANGE			1	1			0	2	1	3
		TOTAL	0	0	1	1	0	0	0	2	1	3
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE MANAGEMENT		2	1	4	3	4	2	4	7	14	14
	TOTAL OF RECYCLE KNOWLEDGE		5	5	6	7	12	9	6	8	29	29

- NOTE: 1) S IS AN ABBREVIATION OF SOCIALIZATION.
 2) E IS AN ABBREVIATION OF EXTERNALIZATION.
 3) C IS AN ABBREVIATION OF COMBINATION.
 4) I IS AN ABBREVIATION OF INTERNALIZATION.

FIG. 23

FIG. 23A

FIG. 23B

FIG. 23A**EXPERIENCE KNOWLEDGE RECYCLE MAP WITH BUSINESS ACTIVITIES AND JOB CATEGORIES**

BUSINESS ACTIVITY \ KNOWLEDGE CREATION PROCESS			I 1)	II 2)	III 3)	IV 4)	V 5)	VI 6)	VII 7)	TOTAL
PRACTICE	GET	SPECIFY OWN NEEDS			1	1	1		1	4 : 0
		SEARCH SUPPLIERS								0 : 0
		SELECT SUPPLIERS								0 : 0
		ORDER								0 : 0
		ACCEPT								0 : 0
		PAY								0 : 0
		MANAGE SUPPLIERS								0 : 0
		TOTAL	0 : 0	0 : 0	1 : 0	0 : 0	1 : 0	0 : 0	1 : 0	4 : 0
	MAKE	MANUFACTURE		4	3 : 1		3 : 5	3 : 5		9 : 15
		MANUFACTURE BY TRIAL								0 : 0
		TOTAL	0 : 0	0 : 4	3 : 1	0 : 0	3 : 5			9 : 15
	PROVIDE	SPECIFY CUSTOMERS		1			1	1		2 : 0
		SPECIFY CUSTOMERS' NEEDS	2 : 1		1 : 2	2 : 1	4	2 : 1	3 : 3	5 : 8
		ADVERTISE TO CUSTOMERS								0 : 0
		ACCEPT ORDERS								0 : 0
		PROVIDE PRODUCTS OR SERVICE								0 : 0
		RECEIVE PAYMENT								0 : 0
		KEEP GOOD RELATIONSHIP WITH CUSTOMERS			3 : 4		3	1 : 1	2 : 3	6 : 4
		TOTAL	2 : 1	1 : 0	4 : 6	2 : 1	4 : 4	4 : 2	5 : 6	13 : 12
	DESIGN	SPECIFY NEEDS OR REQUESTS		1			1	1		1 : 0
		SPECIFY FUNCTIONAL SPECIFICATIONS								0 : 0
		DEVELOP FUNCTIONS OF PRODUCT OR SERVICE	1 : 2				1	1	2	1 : 4
		DEVELOP PROCESSES								0 : 0
		TOTAL	1 : 2	1 : 0	0 : 0		2 : 2	2 : 0	0 : 2	2 : 2
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE		3 : 3	2 : 4	8 : 7		15 : 15	9 : 7	6 : 8	14 : 14
	STRATEGY	CREATE STRATEGY	1					1		1 : 0
		EXECUTE STRATEGY		0 : 2			2			0 : 2
		TOTAL	1 : 0	0 : 2	0 : 0	0 : 0	1 : 2	1 : 0	0 : 0	1 : 2

TO FIG. 23B

FIG. 23B

FROM FIG. 23A

MANAGE PRACTICE	INTERNAL RESOURCES	OVERALL PERSPECTIVE	1						1			1	0	1		
		MANAGE FINANCE											0	0		
		MANAGE ARTICLES	1						1				1	0		
		MANAGE HUMAN RESOURCES											0	0		
		MANAGE INFORMATION		1					1			1	1	0		
		MANAGE TECHNOLOGY					1	2	1	2	1	1	1	2		
		MANAGE ORGANIZATION OR PROJECT	1						1				0	0		
		TOTAL	1	2	1	0	0	0	1	2	3	4	2	1	1	3
	EXTERNAL RESOURCES	OVERALL PERSPECTIVE		1	2				3	2		1		3	0	
		MANAGE STAKEHOLDERS			1		1	1	2	1			2	1		
		MANAGE ENVIRONMENTAL ISSUES												0	0	
		MANAGE SOCIAL ISSUES		1					1				1	1	0	
		MANAGE COMPETITION ISSUES				1	2	2	2	3	4	3	3	1	3	4
		MANAGE REGULATION ISSUES													0	0
		TOTAL	0	0	2	0	4	2	3	3	9	5	5	3	4	2
	CHANGE	MANAGE LEARNING AND CHANGE			1	1			2	1	3	1	2		1	3
		TOTAL	0	0	1	1	0	0	0	2	1	3	1	2	0	1
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE MANAGEMENT		2	1	4	3	4	2	4	7	14	14	9	6	5	6
	TOTAL OF RECYCLE KNOWLEDGE		5	5	6	7	12	9	6	8	29	29	18	13	11	16

- NOTE: 1) I MEANS SALES (INCLUDING SP).
 2) II MEANS SE.
 3) III MEANS SERVICE.
 4) IV MEANS SALES MANAGEMENT AND CONTRACT.
 5) V MEANS R&D.
 6) VI MEANS TECHNOLOGY.
 7) VII MEANS STAFF ETC.

FIG. 24

EXPERIENCE KNOWLEDGE RECYCLE MAP WITH JOB CATEGORIES AND KNOWLEDGE CREATION PROCESSES (SECI MODEL)

JOB CATEGORY	SECI							
	S ¹⁾	E ²⁾	C ³⁾	I ⁴⁾	TOTAL			
SALES (INCLUDING SP)			1	1	2	0		
SE					0	0		
SERVICE					0	0		
SALES MANAGEMENT AND CONTRACT					0	0		
R&D					0	0		
MANUFACTURING					0	0		
TECHNOLOGY					0	0		
STAFF ETC.		4	3	1	3	5		
TOTAL OF RECYCLE KNOWLEDGE	5	6	12	9	29	29	8	

NOTE: 1) S IS AN ABBREVIATION OF SOCIALIZATION.
 2) E IS AN ABBREVIATION OF EXTERNALIZATION.
 3) C IS AN ABBREVIATION OF COMBINATION.
 4) I IS AN ABBREVIATION OF INTERNALIZATION.

FIG. 25

FIG. 25A

FIG. 25B

FIG. 25A**EXPERIENCE KNOWLEDGE RECYCLE MAP WITH BUSINESS ACTIVITIES AND EXPERIENCE PERIODS**

BUSINESS ACTIVITY \ YEAR			-1990	1991-1995	1996-97	1998-99	2000	2001	2002	TOTAL
PRACTICE	GET	SPECIFY OWN NEEDS			1	1	1		1	4 0
		SEARCH SUPPLIERS								0 0
		SELECT SUPPLIERS								0 0
		ORDER								0 0
		ACCEPT								0 0
		PAY								0 0
		MANAGE SUPPLIERS								0 0
		TOTAL	0 0	0 0	1 0	0 0	1 0	0 0	1 0	4 0
	MAKE	MANUFACTURE		4	3 1		3 5	3 5		9 15
		MANUFACTURE BY TRIAL								0 0
		TOTAL	0 0	0 4	3 1	0 0	3 5			9 15
	PROVIDE	SPECIFY CUSTOMERS		1			1	1		2 0
		SPECIFY CUSTOMERS' NEEDS	2 1		1 2	2 1	4	2 1	3 3	5 8
		ADVERTISE TO CUSTOMERS								0 0
		ACCEPT ORDERS								0 0
		PROVIDE PRODUCTS OR SERVICE								0 0
		RECEIVE PAYMENT								0 0
		KEEP GOOD RELATIONSHIP WITH CUSTOMERS			3 4		3	1 1	2 3	6 4
		TOTAL	2 1	1 0	4 6	2 1	4 4	4 2	5 6	13 12
	DESIGN	SPECIFY NEEDS OR REQUESTS		1			1	1		1 0
		SPECIFY FUNCTIONAL SPECIFICATIONS								0 0
		DEVELOP FUNCTIONS OF PRODUCT OR SERVICE	1 2				1	1	2	1 4
		DEVELOP PROCESSES								0 0
		TOTAL	1 2	1 0	0 0		2 2	2 0	0 2	2 2
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE		3 3	2 4	8 7		15 15	9 7	6 8	14 14
	STRATEGY	CREATE STRATEGY	1					1		1 0
		EXECUTE STRATEGY		0 2			2			0 2
		TOTAL	1 0	0 2	0 0	0 0	1 2	1 0	0 0	1 2

TO FIG. 25B

FIG. 25B

FROM FIG. 25A

MANAGE PRACTICE	INTERNAL RESOURCES	OVERALL PERSPECTIVE	1						1			1	0	1				
		MANAGE FINANCE											0	0				
		MANAGE ARTICLES	1						1				1	0				
		MANAGE HUMAN RESOURCES											0	0				
		MANAGE INFORMATION		1					1			1	1	0				
		MANAGE TECHNOLOGY					1	2	1	2	1	1	1	2				
		MANAGE ORGANIZATION OR PROJECT	1						1				0	0				
		TOTAL	1	2	1	0	0	0	1	2	3	4	2	1	1	3	3	4
	EXTERNAL RESOURCES	OVERALL PERSPECTIVE			1	2				3		2		1			3	0
		MANAGE STAKEHOLDERS				1		1	1	2	1			2	1		2	1
		MANAGE ENVIRONMENTAL ISSUES															0	0
		MANAGE SOCIAL ISSUES			1					1				1			1	0
		MANAGE COMPETITION ISSUES					1	2	2	2	3	4	3	3		1	3	4
		MANAGE REGULATION ISSUES															0	0
		TOTAL	0	0	2	0	4	2	3	3	9	5	5	3	4	2	9	5
	CHANGE	MANAGE LEARNING AND CHANGE			1	1				2	1	3	1	2		1	1	3
		TOTAL	0	0	1	1	0	0	0	2	1	3	1	2	0	1	1	3
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE MANAGEMENT		2	1	4	3	4	2	4	7	14	14	9	6	5	6	14	14
	TOTAL OF RECYCLE KNOWLEDGE		5	5	6	7	12	9	6	8	29	29	18	13	11	16	29	29

FIG. 26

EXPERIENCE KNOWLEDGE RECYCLE MAP WITH JOB CATEGORIES AND EXPERIENCE PERIODS

YEAR	-1990	1991-1995	1996-97	1998-99	2000	2001	2002	TOTAL
SALES (INCLUDING SP)			1	1		1	1	2 0
SE								0 0
SERVICE								0 0
SALES MANAGEMENT AND CONTRACT								0 0
R&D								0 0
MANUFACTURING								0 0
TECHNOLOGY								0 0
STAFF ETC.		4	3 1		4	3 1		3 5
TOTAL OF RECYCLE KNOWLEDGE	5 5	6 7	12 9	6 8	6 7	12 9	6 8	29 29

FIG. 27

EXPERIENCE KNOWLEDGE RECYCLE MAP WITH KNOWLEDGE CREATION PROCESSES (SEC) AND EXPERIENCE PERIODS

YEAR	-1990	1991-1995	1996-97	1998-99	2000	2001	2002	TOTAL
SOCIALIZATION			1	1		1	1	2 0
EXTERNALIZATION								0 0
COMBINATION								0 0
INTERNALIZATION								0 0
TOTAL OF RECYCLE KNOWLEDGE	5 5	6 7	12 9	6 8	6 7	12 9	6 8	29 29

FIG. 28

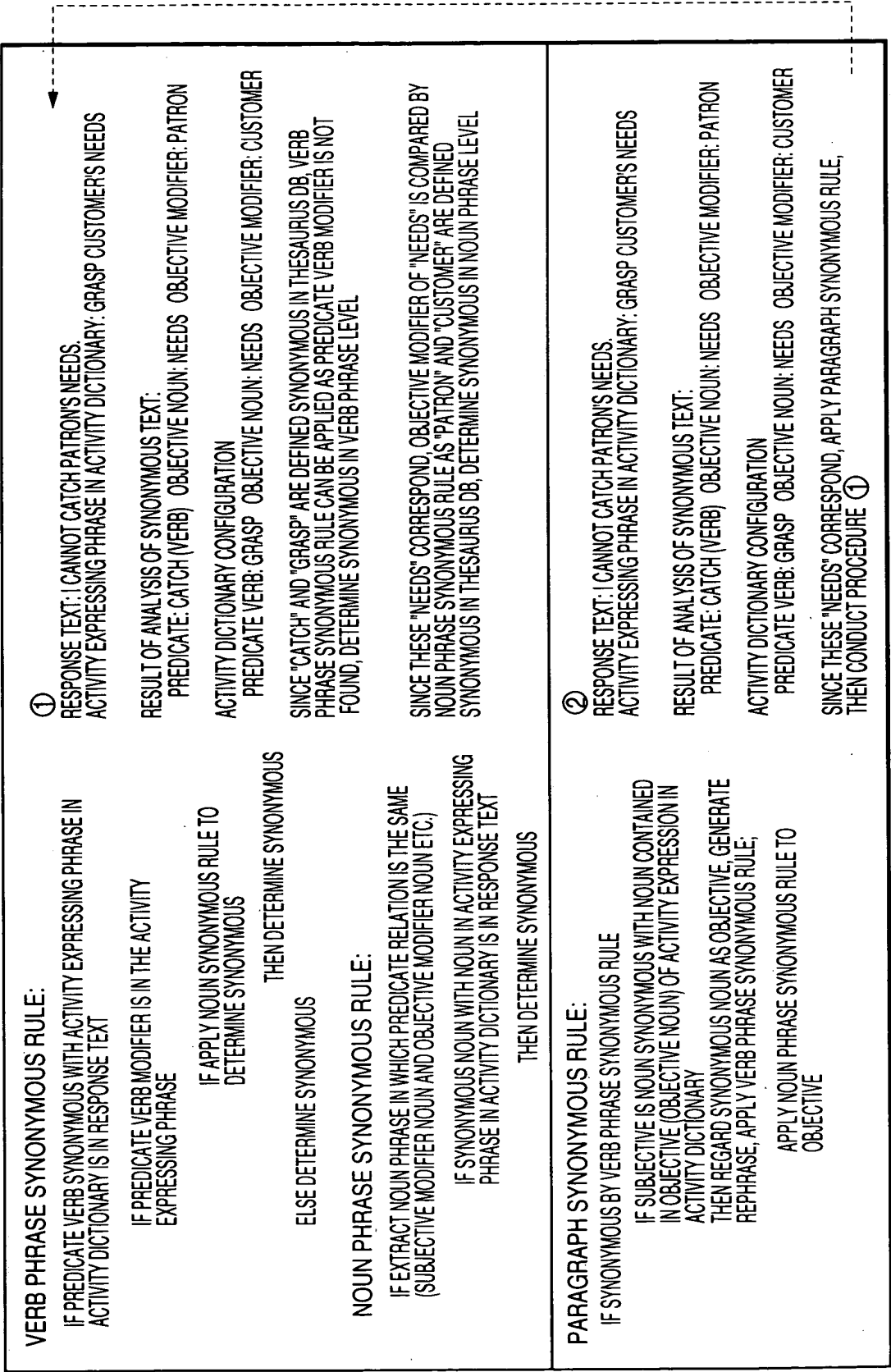


FIG. 29

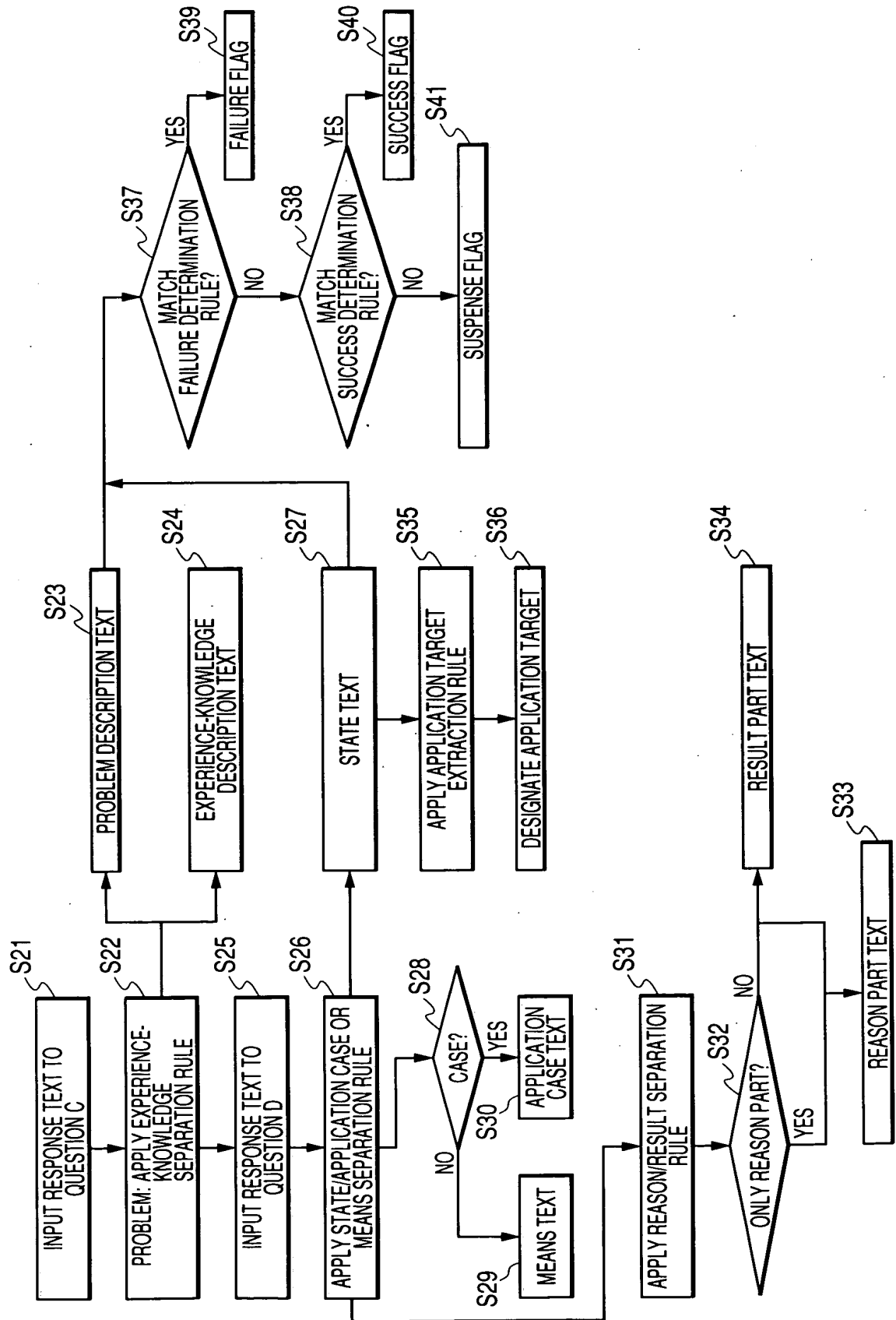


FIG. 31

